Defense Systems Management College

1982 Catalog

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Defense Systems Management College

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Foreword

On 2 July 1981 the Defense Systems Management College celebrated its 10th anniversary; much has happened during the first 10 years. We have grown from a concept to a College; from a one-building schoolhouse to a campus of several buildings with a nationwide extension program; from a curriculum of only one course to one of approximately 20 courses either being taught or in development; from a relatively few students per year to approximately 300 students per week. Several graduates have attained flag rank; many others are managing major programs within their parent service, the Department of Defense, or industry. In short, the College has come of age and fulfills an important responsibility as the continuing education center for acquisition management education throughout the Department of Defense.

With all the growth the College has experienced, we have not lost sight of our most fundamental objectives. The threefold mission of education, research, and information dissemination has not changed, nor has the objective of becoming an "academy of management," where the latest and best in management education is developed and practiced. Another keystone to our program that remains unchanged is our continuing quest for excellence both in our courses and in our students. This quest has been a part of the College since its inception.

Three of the four former DSMC Commandants join the current Commandant, Brigadier General William E. Thurman, USAF, right, in cutting the DSMC 10th anniversary cake. The former Commandants are, left to right, Colonel John B. Hanby, Jr., USA (Ret.); Lieutentant General John G. Albert, USAF, and Brigadier General Winfield S. Scott, USA (Ret.). Unable to attend the ceremony was the other former Commandant, Rear Admiral Rowland G. Freeman III, USN (Ret.).

As DSMC enters its second decade, stirrings of change are apparent throughout the field of defense acquisition management. Over the past 10 years, as systems have grown more capable and more complex, the practice of management has become more sophisticated. Greater demands are being made on government and industry program managers alike to adhere to cost and schedule baselines, and to do more with fewer dollars. The Congress is looking to the Department of Defense to improve DOD operations through new management methods. Leaders within DOD have taken a number of actions to improve the acquisition process and are looking at initiatives that will lead to additional improvements.

The Defense Systems Management College is well-postured to contribute to improving the acquisition process. The research program has come of age, and now virtually every DSMC professional is involved in research into some aspect of systems acquisition management. These research projects are providing new ideas and new approaches to the defense acquisition management challenges that are addressed each day within the community. They

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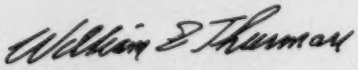
are already contributing to efforts aimed at revising and rewriting certain aspects of defense policy and to pioneering new acquisition policy and approaches. The DSMC research program also contributes in another way that is most important to the College as a whole: By permeating the thinking of everyone within the College, it has led to innovation and creativity in the development of our course material and in the way it is presented. It is causing all of us to re-think our jobs and our role in the Department of Defense.

The College is, first and foremost, a teaching institution dedicated to preparing people to be managers rather than staff or functional experts. We do teach basic courses in major functional specialities, with each course representing a carefully prescribed balance between theory and practice; but all these courses are taught from the standpoint of the manager. They are integrated into an overall curriculum that emphasizes the critical role of management in defining the program objectives within the direction received, and in creating a strategy that will assure program success.

Each DSMC course is reinforced with case studies of ongoing defense programs in an effort to give the students an insight into the challenges facing defense managers. These case studies reduce the time line between the education and the practice of management, to give a near real-time feedback from the experience to the classroom and the classroom to the experience. In addition, we regularly bring practicing managers from project offices and industry in to discuss their management practices and problems with the students. This has been one of the areas in which the College has been unique. We expect these close relationships to grow as the number of courses increases and as the faculty becomes more involved with program offices of the services and industry.

Our curriculum has continued to evolve and draws from all the various efforts of the College as well as the latest and best of program management theory and practice. Initially, DSMC courses are developed to address an immediate acquisition education need. Curriculum reviews of these courses are conducted periodically and, as a result, changes are made so that the courses will continue to be relevant. The reviews have become broader in scope, and now semiannual reviews of the entire program are conducted with the objective both of improving the job relevance of the courses being offered and of building a complete curriculum of continuing education courses for the defense manager. This program of course review and development, with some additional excursions into career planning and exploration of the latest in educational technologies, has been entitled "DSMC 1984." It is designed to improve our curriculum so that students can learn in the most efficient way those skills used by the best program managers.

In today's environment, there is a greater need for the College than at any time in its history. By any standard of measure, the job facing the acquisition community today is a tremendous challenge. This means the job faced by the Defense Systems Management College is also a challenge. Nonetheless, we can't shrink from it. Neither can you. Study this catalog and decide how our program can fit your needs both personally and professionally. If you have any questions about the College, call the number on the inside front cover. The questions the acquisition community faces are everywhere; some of the answers could start here.



WILLIAM E. THURMAN
Brigadier General, USAF
Commandant

Defense Systems Management College

Brigadier General William E. Thurman, USAF
Commandant

The Defense Systems Management College can trace its immediate origins back to 1969 when then Deputy Secretary of Defense David Packard formed a review group to study all aspects of existing acquisition management education. Secretary Packard believed that successful acquisition programs were based on "participatory management," and that acquisition management education should therefore place less emphasis on procedures and more on people.

The primary focus of the review group's study was the Defense Weapon Systems Management Center, which had been established at Wright-Patterson AFB, Ohio, in 1964. This was the only DOD educational institution dedicated to training managers for defense acquisition programs. Among other things, the review group determined that the Center's geographic location made it difficult for defense policymakers in Washington to actively participate in the educational program, a serious deficiency in the view of the Deputy Secretary. The group therefore recommended that the school be moved closer to the Washington, D.C., area. In September of 1970 Secretary Packard accepted the group's recommendations, including the recommendation to relocate the school. This led directly to the establishment, on 1 July 1971, of the Defense Systems Management School at Fort Belvoir.

Colonel Dirk H. Lueders, USA
Deputy Commandant

The School gained in stature in 1974 when Deputy Secretary of Defense William P. Clements, Jr., issued a directive covering career development of DOD acquisition management personnel. This directive suggested that all program manager candidates attend the School either before or shortly after being assigned to a major program office. In 1976 Secretary Clements directed that the School be redesignated the Defense Systems Management College, both in recognition of the true scope and sophistication of the curriculum, and to better reflect the level of professional education offered by the institution.

The first course offered by the College was the 20-week Program Management Course, which remains today the nucleus of the academic program. The second course to be added to the curriculum was the Executive Refresher Course in Acquisition Management, offered for the first time on a quarterly basis beginning in February of 1972. Also in 1972 came the Contractor Performance Measurement Course, followed

Policy Guidance Council

Council Chairman
Hon. Richard D. DeLauer
Under Secretary of Defense
for Research and Engineering

in 1973 by the Systems Acquisition Management for General/Flag Officers seminar. Since 1973, more short courses have been added to the academic program.

Since the College opened in 1971, 10,000 military and civilian personnel from all the services and other federal agencies, as well as middle-managers from defense industry, have completed one or more courses at the College.

Through the continuing support of the Office of the Secretary of Defense and the advice and consultation provided by the Policy Guidance Council and the Board of Visitors, the College shall continue to play an increasingly greater role in preparing today's manager for an active and productive role in tomorrow's world.

The DSMC Policy Guidance Council was established in September of 1970 to act for the Secretary of Defense in governing the College.

The Council: (a) establishes policy, provides guidance, and acts as prime jurisdictional agent for the operation and administration of DSMC; (b) approves the admissions policy and curriculum for each new DSMC course; (c) approves the nomination of the DSMC Commandant and the Deputy Commandant; and (d) approves the nomination of each member of the DSMC Board of Visitors.

The Council is chaired by the Under Secretary of Defense for Research and Engineering. The current Chairman is Dr. Richard D. DeLauer. Other members are as follows: the Department of Defense Director (Program Analysis and Evaluation), the Assistant Secretaries of Defense (Manpower, Reserve Affairs, and Logistics), and (Comptroller); Commanders, U.S. Army Materiel Development and Readiness Command, the Air Force Logistics Command, and the Air Force Systems Command; the Chief of Naval Material; the Assistant Secretary of the Army (Research, Development and Acquisition); Assistant Secretaries of the Navy (Research, Engineering, and Systems) and (Shipbuilding and Logistics); the Assistant Secretary of the Air Force (Research, Development, and Logistics); the Principal Deputy Under Secretary of Defense (Research and Engineering); and the Deputy Under Secretary of Defense for Research and Engineering (Acquisition Policy).

The Council meets annually with the Commandant to review operations and approve the five-year plan.

Hon. Richard D. DeLauer
Under Secretary of Defense for Research and Engineering

Hon. Jack Borsting
Assistant Secretary of Defense (Comptroller)

Hon. David S. C. Chu
Director
(Program Analysis and Evaluation)

Hon. Alton G. Keel, Jr.
Assistant Secretary of the Air Force (Research, Development, and Logistics)

Board of Visitors

Board Chairman
Dr. J. Ronald Fox
Lecturer
Harvard University

General Donald R. Keith, USA
Commander, U.S. Army Materiel Development and Readiness Command

Hon. Lawrence Korb
Assistant Secretary of Defense (Manpower, Reserve Affairs, and Logistics)

Mr. William A. Long
Deputy Under Secretary of Defense for Research and Engineering (Acquisition Policy)

General Robert T. Marsh, USAF
Commander
Air Force Systems Command

General James P. Mullins, USAF
Commander
Air Force Logistics Command

Mr. George A. Sawyer
Assistant Secretary of the Navy (Shipbuilding and Logistics)

Hon. James P. Wade, Jr.
Principal Deputy
Under Secretary of Defense for Research and Engineering

Admiral John J. Williams, USN
Chief of Naval Material

The DSMC Board of Visitors was established to provide the Policy Guidance Council and the Commandant with professional and technical counsel on the operation of the College. The Board examines the organization, management, curricula, methods of instruction, facilities, and other aspects of the College operation and, at least once a year, reports to the Policy Guidance Council and the Commandant, setting forth the results of the examination and making recommendations for best accomplishing the College mission. The Board comprises three representatives from defense industry, three from the academic community, and three from the general business community. Members are appointed by the Commandant subject to approval of the Policy Guidance Council. A member usually serves for 2 years; however, that term may be extended for 2 years by the Commandant upon recommendation of the Board Chairman, who is elected from the membership.

Dr. J. Ronald Fox
Lecturer, Harvard University

Vice Dean Everett T. Keech
Director
Wharton Graduate Program
University of Pennsylvania

Dr. Robert Seamans
Massachusetts Institute of Technology

Dr. James Vollmer
Group Vice President
RCA Corporation

Mr. Tom Murrin
President
Public Systems Company
Westinghouse Electric Corp.

Mr. John H. Richardson
President
Hughes Aircraft Company

Mr. James W. Plummer
Executive Vice President
Lockheed Missiles & Space Co., Inc.

Mr. Donald Malvern
Executive Vice President
McDonnell Aircraft Company

Executive Institute

The Executive Institute was established to bring to DSMC the experience of senior systems acquisition managers in order to carry out the following objectives:
—Expose students to the "big picture" and top-level point of view;
—Assist in the development of new and innovative course material;
—Conduct liaison and promote interaction with executives in government, industry, and academia.

The Executive Institute comprises five chairs, similar to endowed chairs at a civilian college, whose occupants have their principal backgrounds in industry, the Office of the Secretary of Defense, the Army, the Navy, and the Air Force. The industry chair, designated the James Forrestal Memorial Chair, is supported by the National Security Industrial Association (NSIA), which nominates the incumbent, subject to the approval of the DSMC Commandant. The occupant of the OSD chair is nominated by the Under Secretary of Defense, Research and Engineering, and is a member of the Senior Executive Service of the College. Occupants of the departmental chairs are nominated by the military departments, and are members of, or candidates for, their respective Senior Executive Services. Appointments are for a finite (1-3 year) term and must be approved by the Commandant.

Three of the chairs have been filled to date. The industry chair is occupied by Mr. David Westermann, formerly Chairman of the Board and Chief Executive Officer of the Hazeltine Corporation and Chairman of the Board of Trustees of NSIA. Mr. John B. Walsh, formerly Assistant Secretary General of NATO and Deputy Director, Defense Research and Engineering, holds the OSD chair. The first of the departmental chairs to be filled, the Navy chair, is occupied by Dr. Jules J. Bellaschi, on assignment from his post as Deputy Director, Surface Warfare Systems Group, Naval Sea Systems Command.

Members of the Executive Institute have broad latitude in how they carry out the objectives of the Institute. They make presentations to students in various classes, both the PMC and short courses. These presentations cover fundamental issues and objectives of systems acquisition management, as well as the particular areas of expertise of the members. Members also engage in consultations with individuals and groups of DSMC faculty and students. It is the custom of the Executive Institute to maintain an "open-door" policy to encourage such discussion.

Institute members also engage in their own research activities, contributing papers resulting from these studies to professional journals. On occasion they serve as consultants to various organizations within the Department of Defense.

Finally, members of the Institute find it possible, in an establishment of higher education, to continue their own education by themselves attending classes in the College.

School of Systems Acquisition Education

Captain Michael A. Pearce, USN
Dean

The School of Systems Acquisition Education, through four departments (Policy and Organization, Technical, Business, and a multidiscipline laboratory), conducts the Program Management Course and a number of management-oriented short courses.

The Program Management Course curriculum treats all aspects of program management in an integrated manner and provides a comprehensive overview of Department of Defense acquisition policy. The short courses are structured to meet the special needs of selected program managers and intermediate-level functional managers and to develop and verify new lessons for the Program Management Course.

The School's executive management courses are designed to update or maintain the currency of senior-level managers in the Department of Defense or organizations that have defense-related responsibilities.

The systems acquisition education curriculum is continually updated to keep abreast of current management practices and lead the development of new methods. Each faculty member maintains a close liaison with the military departments, other educational institutions, industry and business organizations, and professional societies.

The School has developed a distinguished guest lecturer program, an essential part of the College curriculum. This program is designed to make possible maximum interaction between students and top-echelon policymakers and recognized experts from DOD, Congress, the General Accounting Office, other government agencies, defense industry, and the academic community.

Members of the faculty conduct research within their specialty areas and publish the results in professional and service journals. Faculty members also provide consulting assistance to program offices and industry groups on request.

The four departments that make up the School of Systems Acquisition Education are as follows:

The **Policy and Organization Management Department** (POMD) provides baselines for program management within the Department of Defense. The POMD subcourses provide a foundation for understanding why and how program management is applied in the defense systems acquisition environment.

The **Technical Management Department** (TMD) provides instruction covering management of the engineering aspects of systems acquisition programs. The subcourses offered address systems engineering, integrated logistic support, manufacturing, and test and evaluation considerations.

The **Business Management Department** (BMD) provides instruction in contract and financial management. Each of four functional subcourses is taught from the point of view of the important interactions with and within the program office.

The **Acquisition Management Laboratory Department** (AMLD) conducts subcourses in decision analysis, program management decision briefings, and a series of case studies covering the acquisition life cycle of a system. This effort is closely integrated with the other subcourses through a number of instructional teams.

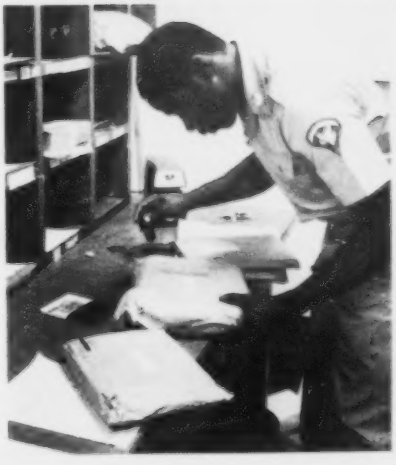
Mr. George R. McAleer, Jr.
Associate Dean for
Planning and Development

Mr. John R. Snoderly
Associate Dean for
Executive and Regional Programs

Department of Administration

Colonel Henry I. Lowder, USA
Dean

The Department of Administration is responsible for the general administration, business management, and operational support functions of the College. Among the major functions of the Department are financial management, procurement and contracting, personnel administration, admissions and registration, graphic arts, duplicating, audiovisual, facilities maintenance, and security. The Department maintains liaison with the Office of the Secretary of Defense, the military departments, federal agencies, the DSMC Policy Guidance Council, the DSMC Board of Visitors, the Federal Acquisition Institute, other academic institutions, defense industry, and supporting Fort Belvoir activities. The Department also coordinates official functions, and serves as the public affairs office for the College.



Department of Research and Information

Colonel G. Dana Brabson, USAF
Dean

The Department of Research and Information has primary responsibility for two of the College's three basic missions; that is, system acquisition management research, and the assembly and dissemination of information concerning policies, methods, and practices in program management and system acquisition management.

The **Research Directorate** conducts research to support the Office of the Secretary of Defense, the Joint Logistics Commanders, the College, and the program management community. It encourages, supervises, and participates directly in efforts to increase and update knowledge in the program management field, thereby aiding defense officials in the formulation of defense acquisition policy.

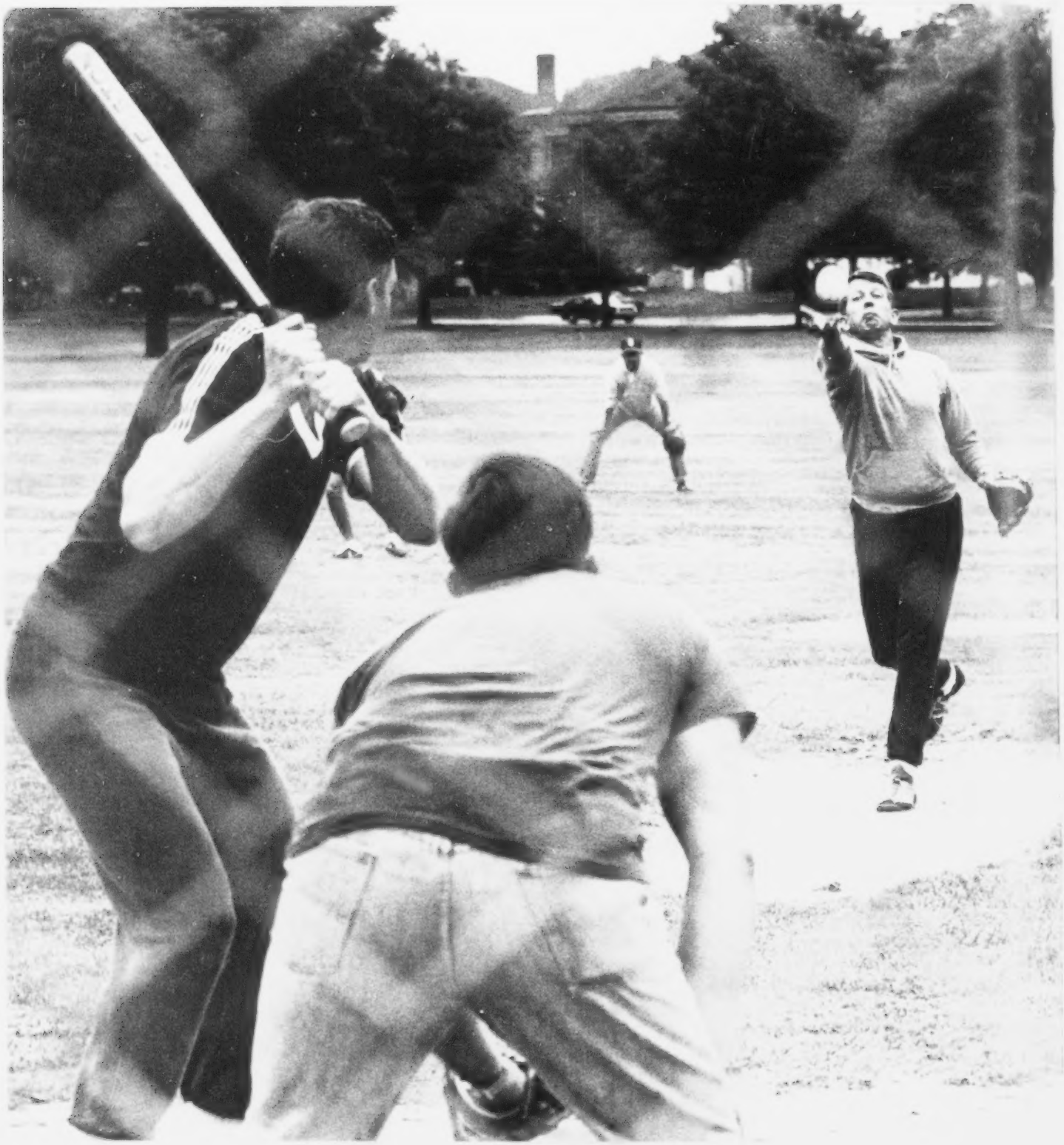
The **Publications Directorate** helps to disseminate acquisition management information through publication of two periodicals and a number of special acquisition- or management-oriented documents. The two principal publications are the quarterly journal CONCEPTS, and the bimonthly newsletter PROGRAM MANAGER. CONCEPTS is a vehicle for transmitting information on policies, trends, events, and current thinking affecting program management and defense systems acquisition. It is an open forum for the critical examination and discussion of acquisition issues, policies, and practices. PROGRAM MANAGER is also a source of timely information for the program management and defense systems acquisition community. It presents reports by defense and industry leaders on new concepts, policies, and practices in defense acquisition. PROGRAM MANAGER also contains information about College facilities, personnel, activities, and programs.

The **Information Center** provides information and reference services to DSMC students, faculty and staff, and to the systems acquisition management community as resources permit.

The Center comprises an extensive collection of books, newspapers, periodicals, reports, documents, and microfilm in the field of management, with special emphasis on defense systems acquisition management (DSAM). A remote terminal for on-line access to technical report abstracts in the Defense Technical Information Center (DTIC) data base is also available.

The Center is continually building its DSAM reference collection and special repositories such as the multinational repository and official DSAM document repository.

The Air Force Information Central System (INFOCEN) is used for the computer-aided DSMC corporate memory, and will eventually include several different data banks of DSAM information.



General Information

An information packet is mailed to each student accepted for admission. The packet contains all the information necessary for a smooth transition into the academic environment.

Faculty Sponsor/Advisor

Before arriving at the College, each student is assigned a sponsor, or point of contact, from the faculty. The student may contact his or her sponsor at any time for help with any problem related to attendance at DSMC. Additionally, each Program Management Course student is assigned a faculty advisor who provides assistance and guidance during the entire 20-week course.

Housing

Visiting Officer Quarters are generally available on post on a first-come, first-served basis for military and government civilian personnel. When quarters are not available, unaccompanied students sometimes jointly rent furnished apartments near Fort Belvoir. There are motels and other accommodations nearby. A listing of the housing facilities used by previous students (accompanied and unaccompanied) is included in the information packet.

It should be noted that since 1 October 1977 the Department of Defense has prohibited the use of DOD funds to pay for commercial lodging when adequate government quarters are available. Department of Defense civilian employees who choose not to use available government quarters must forfeit the quarters portion of their per diem allowance. When quarters are not available, a certificate of non-availability will be issued. This certificate is required to support the payment of the full per diem allowance.

Meals

There are a number of dining options open to the DSMC student. Fort Belvoir has exchange cafeterias and an Officers Club (the Engineer Open Mess at Mackenzie Hall), and there is a cafeteria that serves breakfast and lunch in building 207 on the College campus. Two consolidated dining facilities are available on post for military and DOD civilian students.

Per Diem and Travel Reimbursement

Fort Belvoir is considered a part of the Washington, D.C., high-cost area. (The Program Management Course is designated "long-term training.") Provisions of Joint Travel Regulations Volumes I and II apply. Students whose permanent assignment is in the D.C. area and who are attending the College on temporary duty orders are not eligible for per diem payments. They may collect a local transportation allowance if their orders so authorize.

Vehicle Registration

For those who do not have valid military installation decals on their vehicles, temporary Fort Belvoir automobile stickers will be issued during registration. College parking permits will also be issued.

Transportation

Military air flights arrive at Andrews Air Force Base in Maryland, and Davison U.S. Army Airfield, Fort Belvoir. Commercial airlines serve Washington, D.C., through Washington National Airport, a 30-minute drive from Fort Belvoir; Dulles International Airport in the Virginia countryside, a 45-minute drive; and Baltimore-Washington International Airport, halfway between D.C. and Baltimore, Md. Fort Belvoir can be reached from the north and south by main highways Interstate 95 and U.S. Route 1.

Reporting and Registering

Registration usually takes place at 0800 hours on the first day of class. Early reporting is not authorized. Specific reporting and registration instructions are included in the information packet mailed to each student.

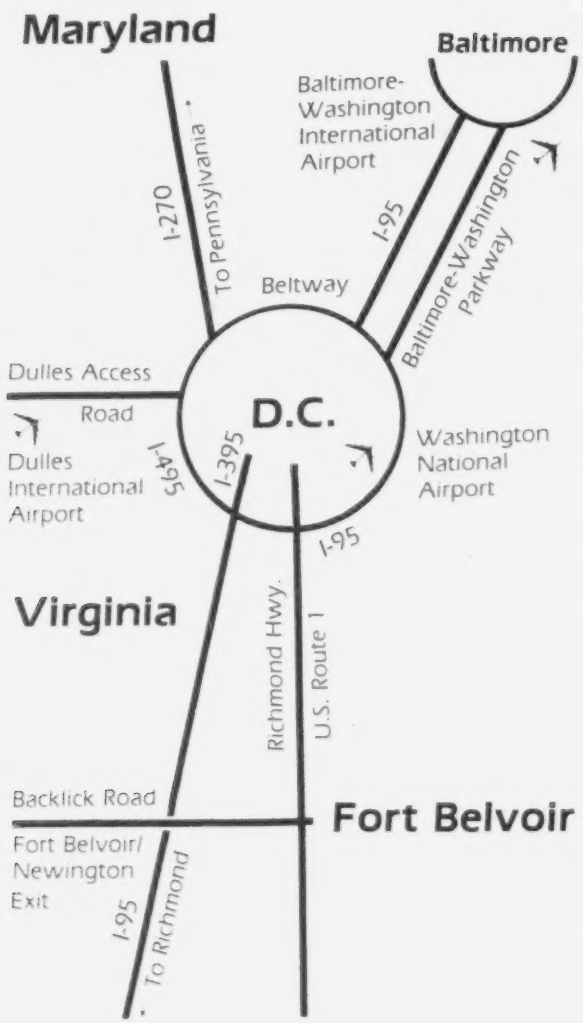
Class Composition

The College attempts to achieve a tri-service balance within each DOD-sponsored course. Participants from other federal agencies and from defense industry are invited to attend on a space-available basis. Most courses are also open to individuals from allied nations.

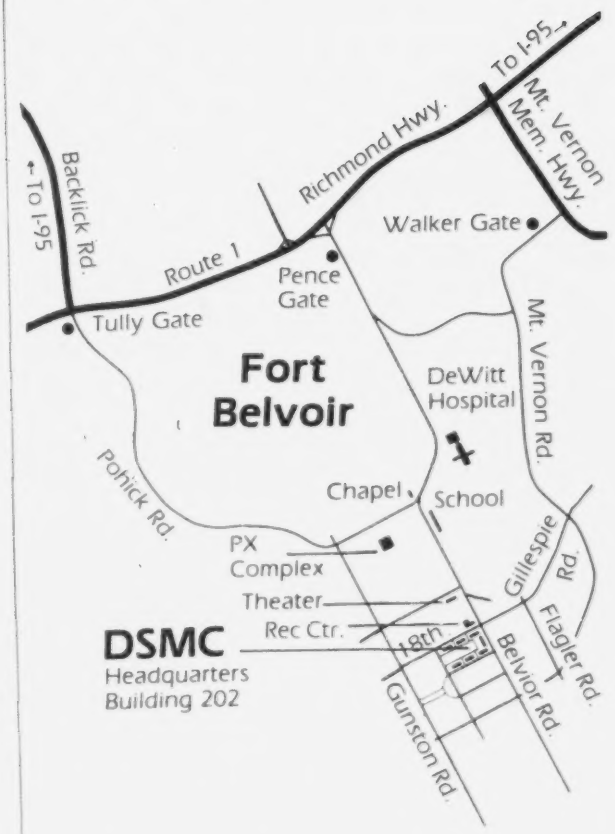
Dress

The Commandant authorizes the wearing of civilian business attire for all students. Military students are required to wear uniforms when reporting in, during the first week (Program Management Course only), at graduation ceremonies, and at special times designated by the Commandant.

To Fort Belvoir



To DSMC



Athletics

In the belief that physical health contributes directly to mental health and a sense of well-being, the College encourages student participation in athletic activities as time and class schedules permit. Individuals and teams, representing students, faculty, and staff, enjoy golf, tennis, softball, swimming, bowling, basketball, racquetball, and jogging.

Activities

The College believes that out-of-class activities complement the formal academic process in developing the "whole person." For students of the Program Management Course, the College plans a variety of events that reflect student, faculty, and staff participation and camaraderie. This creates the environment for personal growth and achievement that should be the hallmark of any educational system.

How to Apply

Military or DOD civilian personnel interested in attending any course offered by the Defense Systems Management College must first request nomination using the procedures of their department or agency. Defense industry personnel should contact the Council of Defense and Space Industries Associations (CODSIA) for instructions on seeking nomination. Once an individual has been nominated by his or her military department or DOD agency (or by CODSIA in the case of defense industry), the College will review the application and make a final decision on acceptance. For specific eligibility requirements, see the individual course descriptions.

Mailing Address

(Name)
(Course and Number)
Defense Systems Management College
Building 202
Fort Belvoir, Virginia 22060

The Academic Program

Today, the environment of defense systems acquisition is an ever-changing mosaic of requirements, budgetary constraints, technological capabilities, and political and strategic considerations. Preparing the manager to work effectively within this environment requires a dynamic educational program that blends abstract concepts with real-world experience. The courses offered by DSMC are designed to respond to this need. They are intended to introduce the student to the world of systems acquisition and prepare him or her to function effectively within it. The content of each course and sub-course is continuously monitored and altered when necessary to reflect changing real-world conditions. Additionally, new short courses are developed from time to time in answer to the needs of a specific management group, or in response to requests of other government agencies. The courses are conducted by a civilian and military faculty, whose efforts are complemented by guest lecturers from government, industry, and the academic communities.

The College's non-attribution policy is designed to encourage guest lecturers to take part in open, candid discussions with students. Such interaction enhances the "real-world" flavor of the DSMC experience.

The following pages list the courses to be offered by the College during 1982. This listing is tentative, as the College administration believes that flexibility is the key to efficiency in acquisition education. For more specific information about the courses and the course schedules, call the Registrar at (703) 664-3120, or AUTOVON 354-3120.

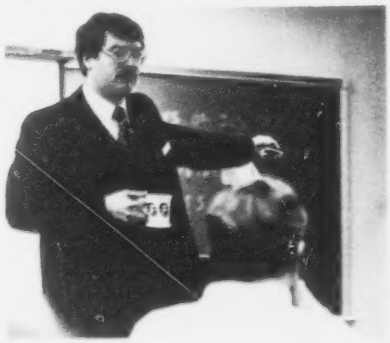
Program Management Course

The 20-week Program Management Course (PMC) is designed for mid-level managers and is intended to increase their ability to successfully manage a defense systems acquisition program. The curriculum recognizes the diverse backgrounds of the students, some of whom have already served in acquisition roles and some of whom are entering the acquisition arena after years in operational or administrative assignments.

The PMC curriculum is intended to develop the management skills necessary for planning, organizing, directing, and controlling defense acquisition programs from the conceptual stages through development, production, fielding, and support of the system and/or equipment. The fundamental knowledge of acquisition management disciplines is emphasized, as are the qualities of judgment, initiative, and common sense. In addition to building student skill and confidence through the handling of individual and team challenges, the curriculum provides the student with the broad knowledge and understanding necessary for the effective operation of program management teams. The opportunity to interact with working program managers is provided, along with presentations from senior officials of the Office of the Secretary of Defense, the military departments, and industry. The following subcourses currently make up the Program Management Course curriculum.

Defense Acquisition Policy and Management: A basis for the study of the policy that enables and constrains program management in DOD. The fundamental concepts and processes of management and decision-making from OSD through the service headquarters to the program office are presented, and include: organizational and management interfaces and practices; mission area analysis; technology base; intelligence forecasting; the system life cycle; NATO rationalization, standardization, and interoperability (RSI); foreign military sales (FMS); multinational programs; the planning/programming/budgeting system (PPBS); and the role of Congress in authorization and funding.

Fundamentals of Program Management: Traces the evolution of the systems acquisition process. The basic concept of program management is discussed, along with the rationale supporting its application to defense systems acquisition. Major issues and problems stemming from the use of program management techniques to integrate the activities of management teams are examined. Specific emphasis is placed on developing criteria for tailoring program organizations, on planning and control systems, interrelationships, and environmental constraints.



Values and Interpersonal Strategies in Management: Emphasizes the behavioral science concepts and principles relevant to managerial effectiveness. Focuses on the complex interactions that arise from combining individual, group, and organizational variables, and provides the student with experiential learning in the areas of values, needs, perceptions, and communication. Concentrates on team building, the application of behavioral science findings to problem-solving, decision-making, motivation, job enrichment, leadership style, and nondirective counseling.

Executive Communication: Reviews the four elements of effective communication: reading, writing, speaking, and listening. Diagnostic tests are given to identify individual strengths and weaknesses. Instruction is provided to improve writing, listening, and oral presentation skills, and to increase reading speed and comprehension.

System Engineering Management: Explains the fundamental concepts which are the basis for the definition, design, verification, manufacturing, and support processes. This conceptual framework provides the roadmap, or the model, where all elements of a technical effort can be identified. Next, the course builds upon the fundamental framework established and expands into basic elements of engineering management—technical program planning, control, and specialty integration. This course covers those elements which are the building blocks of technical management and which need special emphasis in the management of the system acquisition process. The area of software management is treated in considerable depth.

Integrated Logistics Support Management: Emphasizes the need to design and verify a support system concurrently with the development of the system hardware and software. An in-depth study of the critical elements of Integrated Logistics Support (ILS) is made. Life-cycle cost is also addressed in this segment, with emphasis being given to the need to continually make trade-off studies and decisions throughout the life-cycle of a system.

Test and Evaluation Management: Covers the role of development, operational, and acceptance testing. Addresses the purpose and content of the test and evaluation master plan in the initiation and conduct of programs in conjunction with the role of the independent test organizations.

Manufacturing Management: Addresses productivity, producibility, industrial base, labor, and quality compliance considerations that affect planning and design efforts. Discusses production readiness reviews, transition from research and development to production, and pre-planned product improvement. Both the industry and government viewpoints are considered.

Contract Management: Examines the procurement process, with emphasis on those interactions among government and industry participants that impact most directly on the program manager. Provides an understanding of the procurement process throughout the system life cycle, and includes such topics as solicitation, source selection, and the structuring and administering of contracts and subcontracts.

Program Funds Management: Explains government and DOD funding policies and processes. Includes financial management functions and responsibilities in budget formulation and execution, program planning and budgeting systems, and financial management accountability.

Program Cost Management: Examines the use of cost estimating and cost/schedule control in program management. The cost estimating subjects include estimating methodologies and their applications in government cost estimating, and the management of life-cycle cost (including design to cost). The cost/schedule control instruction provides an understanding of the basic requirements in contractor performance measurement.

Contractor Financial Management: Highlights the key issues and problems within the contractor's process of financial management, and the way those issues and problems impact the government acquisition process. Emphasis is placed on financial and cost accounting, financial planning, working capital management, long-term financing, and capital investment.

Analysis for Program Managers: Consists of selected topics in systems, cost/effectiveness, decision, statistical, and network analysis, and simulations. Provides quantitative tools that may be used by the manager or by technical specialists. Enhances the student's abilities to confront complex management problems in a practical way. Develops in the student the ability to arrive at alternative strategies considering uncertainty, identifying the relevant criteria, and effectively using historical data and limited information. Relevant techniques are developed and applied to real management situations. Places emphasis on interpreting and implementing the results of whatever analysis is performed.

System X: Consists of a series of interrelated case studies involving a hypothetical weapon system. The cases simulate the life cycle of System X through the conceptual, validation, full-scale development, and production/deployment phases. System X provides a realistic basis for the discussion of typical problem areas encountered in program management. Group analyses of case material are made, alternatives are studied, and a management position derived. The analyses are followed by group discussions, led by a staff case leader, that are intended to focus on the relevant issues and provide insight into the best possible courses of action. A computerized data base is maintained for technical data, costs, and schedules associated with the acquisition of System X. This data base assists the student in analyzing data, and develops in the student an appreciation of computer support in the decision-making process.

Program Management Decision Briefing: Each student prepares and presents a 15-minute briefing on an exercise in the System X life cycle. The briefing allows the student to gain experience in selecting the issues to be covered within the time allotted, developing the rationale for his/her position, structuring visual aids to support the briefing, and presenting material to higher command echelons. The briefings are presented to guest program managers from the military services or industry who, through questions and comments, impart actual program management experiences to the students. Following student briefings, the guest program managers describe their programs and discuss management issues with the entire student body.

Field Trips
To complement his or her classroom study, each PMC student participates in two field trips. One trip takes students to Capitol Hill where they visit one or more congressional committees responsible for legislation bearing on national defense or defense systems acquisition. The second trip takes students to an industrial plant currently producing a defense system(s).

Who May Attend

The Program Management Course is generally restricted to military officers in grades O-3 through O-5, DOD civilians in grades GS-11 through GS-14, and industry personnel identified by their companies as candidates for senior management positions. These are suggested grades, and requests for exceptions will be reviewed and ruled upon by the DSMC Admissions Committee. In addition to meeting grade requirements, attendees must fall into one of the following categories:

—DOD personnel who now occupy, or have been selected to occupy, intermediate management positions in program offices or functional offices supporting program offices, or in higher-echelon offices supervising program management;

—DOD personnel who are promising candidates for senior positions in program management;

—Persons in program management or equivalent positions within other federal agencies;

—Persons in program management or equivalent positions within defense industry.

Nominees must hold at least a bachelor's degree. The majority of PMC students hold graduate degrees and have academic backgrounds or work experience in engineering and management. A security clearance of secret is required.

Executive Refresher Course in Acquisition Management

The 3-week Executive Refresher Course in Acquisition Management is for program managers and other senior-level managers involved with the acquisition of defense systems. The course is designed primarily as a review of current acquisition policy and fundamental management techniques and provides the attendees with the opportunity to examine new developments in the systems acquisition environment and to study their impact on program management. The basic structure of the course is lecture/discussion, with emphasis on the day-to-day actions, issues, and problems of program management. Guest lecturers from OSD, the service staffs, acquisition commands, and defense industry complement the resident staff instruction.

The course is structured around the various phases of the systems acquisition process, with emphasis on the major decisions required by DOD directives and instructions. Topics covered in the course include: the defense systems environment; the decision-making process; defense systems management; interaction with higher headquarters; the conceptual phase of defense systems acquisition; technical management; procurement management; program planning and control; the industry viewpoint on systems acquisition; program review and analysis; test and evaluation; production management; operations/support management; policy analysis; and multinational program analysis.

Who May Attend

The Executive Refresher Course in Acquisition Management is open to military officers in the grade of O-6 and above, and DOD civilians in the grade of GS-15 and above who occupy, or have been selected to occupy: the position of program manager; key positions immediately subordinate to a program manager; executive-level positions with responsibility for key decisions in a program office, or in a functional office supporting program offices; or higher-echelon staff positions involved with the acquisition of defense systems. Persons in equivalent positions in defense industry are also encouraged to attend, as are representatives of allied governments. Persons from other federal agencies may be admitted on a space-available basis. A security clearance of secret is required.

Systems Acquisition Management for General/ Flag Officers

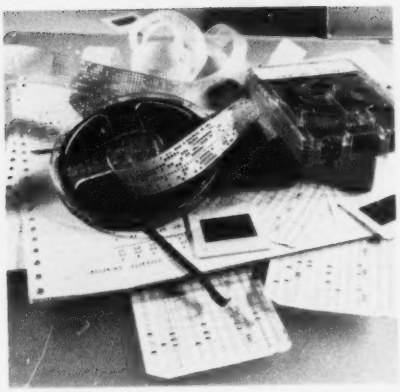
This 3½-day seminar is for senior officers who have had limited experience with the defense systems acquisition process, but whose current or future duties interface with or impact on the acquisition programs of the military services. It is designed to acquaint participants with the environment in which systems acquisition takes place, and with the functions, responsibilities, and problems of the DOD program manager. Participants are introduced to current DOD policy, management techniques, and the planning/programming/budgeting system, as well as the process of generating system requirements. They are also introduced to the various influences on the systems acquisition process, such as those from OSD, the General Accounting Office, the Congress, and the general public. The broader elements involved in procurement and government contracting are treated, along with the relationship between government and industry during a development program. An overview of the organizations employed by the services to accomplish their acquisition activities is also provided.

The seminar is conducted through a mix of in-house lectures and discussion sessions with visiting lecturers from the Assistant Secretary of Defense level, as well as the General Accounting Office and defense industry. Each day of the seminar is highlighted by the appearance of a program manager of general- or flag-officer rank. These sessions provide a recap of lessons learned, along with a little of the "real-world" flavor of experiences in ongoing programs.

Who May Attend

The seminar is open to those persons from DOD components, the military departments, and OSD who hold, or have been selected for, the rank of general or flag officer or, in the case of DOD civilians, the SES as well as grades GS-16 through GS-18, or PL 313. Participation by persons at the vice-president level of industry is also encouraged. Persons in equivalent positions from other federal agencies may be admitted on a space-available basis.

Regional Offerings of Short Courses



The steady increase in complexity of modern military systems has been exceeded only by the equally steady increase in complexity of the process used to acquire them. And even if all current efforts to streamline that process prove successful, the challenge of meeting expanded requirements with reduced funding will make the job of the acquisition manager all the more demanding and complex. Thus is the need greater than ever before for acquisition managers who are trained and fully prepared to take on the task of guiding and directing important defense systems acquisition programs.

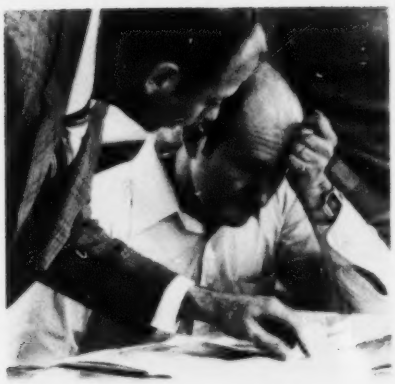
Although more than 2,000 students per year attend courses in residence at DSMC, this represents only a small percentage of those who require the specialized education the College offers. To meet this need, DSMC is now offering some of its short courses at a number of regional centers throughout the country.

The following courses will be offered at regional centers during FY 1982:

—Contractor Performance Measurement Course
—Systems Acquisition Funds Management Course
—Introduction to Contract Finance Course
—Test and Evaluation Management Course
—Management of Life-Cycle Costs Course
—Overview of Systems Acquisition Management Course
—Management of Software Acquisition Course

The courses offered at each location were determined by analyzing the current DSMC resources against courses offered on the campus. Courses are scheduled at Fort Monmouth, N.J.; Redstone Arsenal, Ala.; U.S. Army Aviation Research and Development Command, St. Louis, Mo.; Hanscom AFB, Mass.; Wright-Patterson AFB, Ohio; Kirtland AFB, N.M.; Los Angeles, Calif. (several locations under consideration); and Navy Training Center, Orlando, Fla. For information about specific course offerings and schedules, contact the DSMC Registrar at (703) 664-3120 or AUTOVON 354-3120.

Contract Finance for Program Managers Course



The role American industry plays in the systems acquisition process is often decisive. Contract Finance for Program Managers is a comprehensive 2-week course designed to furnish an overall understanding of defense contractor financial motivations and constraints and an appreciation for how they affect management of a defense systems acquisition program.

Contract Finance for Program Managers has been structured to achieve a balanced presentation of financial issues which affect the day-to-day working relationship between government and industry. The course provides participants with an overview of defense contractor financial operations and an understanding of how individual elements of the process fit together. Students learn to recognize financial management issues and to articulate them in industrial concepts and terms. Most importantly, attendees enhance their ability to avoid "surprises" by participating in case studies that focus on government and industry interactions affecting a system acquisition program's financial status. Course content is beneficial to both general- and functional-management-level attendees in that lecture material and case studies have been structured to encourage an interchange of ideas and techniques for problem identification and resolution in this key area of program management.

Who May Attend

Attendance is open to program managers, key members of their staff, and management-level personnel from organizations that support the systems acquisition effort (e.g., commodity and systems commands, AFPROs, NAVPROs, DCAS, supervisors of shipbuilding offices, and similar plant representative activities) in grade O-3 and above and civilians in grade GS-11 and above. Individuals in equivalent positions from the defense industry may attend on a space-available basis.

Contractor Performance Measurement Course

The 1-week Contractor Performance Measurement Course provides the student with the knowledge of how Cost/Schedule Control System Criteria (C/SCSC) are used in measuring contract performance in a major weapon system acquisition program in DOD. The course enables the student to understand the criteria and their use in evaluating the adequacy of the contractor's management system, along with the contractual implementation of the criteria and the Cost Performance Report (CPR). The student is also introduced to contract performance measurement on less-than-major programs through the application and contractual implementation of the Cost/Schedule Status Report (C/SSR). Instruction in financial reporting and baseline management helps the student to relate C/SCSC to DOD resource management. Course instruction in analysis techniques enables the student to determine current status, forecast performance trends, and estimate contract cost at completion using CPR and C/SSR data.

Application of performance measurement is covered through case studies and "hands on" exercises, and through guest speakers from industry and government. An interservice panel and a seminar involving the military service focal points for contractor performance measurement provide participants with an opportunity for a direct dialogue on policy and implementation, and a chance to obtain responses to questions relative to their particular responsibilities.

Who May Attend

The Contractor Performance Measurement Course is open to military officers and DOD civilians who occupy, or have been selected to occupy: principal positions in program offices or in functional offices supporting program offices; a higher-echelon staff position concerned with the acquisition of defense systems; or the position of manager of a program that does not meet the major program criteria as defined in DODD 5000.1. Persons in equivalent positions in defense industry and from allied governments are also encouraged to attend.

Defense Manufacturing Management Course

The 8-day Defense Manufacturing Management Course provides an understanding of the concepts and activities associated with the management of the production manufacture of weapon system components.

The course details for program and functional managers the basic principles to be followed in planning, developing, and managing a production/manufacturing program. It follows a life-cycle approach, stressing the necessary actions and activities to be accomplished during each phase of the weapon system acquisition cycle. The issues, assumptions, and requirements that arise are addressed from both the government and industry viewpoints. The course addresses policy and organizational issues; cost, budget, and contractual issues; and product assurance and manufacturing issues. Study objectives, assigned readings, and videotape assignments guide the student in the learning process. Classroom lecture/discussions, videotape viewing, and case-study activities identify and clarify management concepts, rationale, and issues. The course is designed to address broad principles and concepts and does not provide a "tool kit" of actions to be applied indiscriminately.

Who May Attend

The Defense Manufacturing Management Course has been designed for current and candidate DOD program and functional managers. Military personnel in grades O-3 through O-6 and civilians in the grades of GS-11 through GS-15 are the intended audience. Individuals holding equivalent grades in other federal agencies or defense industry are encouraged to attend. Other interested people are eligible on a space-available basis.

Introduction to Contract Finance Course

(Regional Only)

The 1-week Introduction to Contract Finance Course provides the attendee with an overview of the financial motivations and constraints of a defense contractor that affect the management of a defense systems acquisition program.

The course has been structured to provide a balance with respect to financial issues that affect the day-to-day working relationship between industrial concepts and terms affecting the financial management system of a defense contractor. The students participate in case studies that focus on the interaction of government and industry on issues affecting a system acquisition program's financial status.

This course has been developed so that both general and functional management-level attendees will benefit from an interchange of ideas and techniques for financial problem identification and resolution in this key area of program management.

Who May Attend

Attendance is open to program managers, key members of the program manager's staff, and management-level personnel from organizations which support the systems acquisition effort (e.g., commodity and systems commands, AFPROs, NAVPROs, DCAS, supervisors of shipbuilding offices, and similar plant representative activities). Attendance is limited to military officers in grade O-3 and above, and civilians in grade GS-11 and above. Individuals in equivalent positions from defense industry may attend on a space-available basis.

Management of Life-Cycle Costs Course

The 1-week Management of Life-Cycle Costs Course provides participants with an understanding of life-cycle costs and how to apply this tool in the management of defense systems acquisition programs. Included in the course are an examination of DOD policy, the elements included in life-cycle costs, cost-estimating techniques, life-cycle cost models, system trade-off analyses, and the overall uses of life-cycle cost data as a management tool. Specific, "real-world" examples of DOD programs are presented by both faculty and guest lecturers from within government and industry.

The student will gain an appreciation of the total cost involved from system conception to deactivation. The course will develop in each student an appreciation and understanding of the management techniques, by acquisition phase, that can be used to make trade-off decisions and help keep total life-cycle cost to a reasonable level. The student will enhance his ability to analyze situations and problem areas, develop alternatives and prepare solutions, and properly articulate the life-cycle approach to higher authority.

Who May Attend

The Management of Life-Cycle Costs Course is open to military officers in the grade of O-3 and above, and civilians in the grade of GS-11 and above who occupy, or have been selected to occupy: the position of program manager; key positions immediately subordinate to a program manager; supervisory-level positions where incumbents are responsible for key decisions affecting a program, or for decisions in a functional office supporting a program office; or higher-echelon staff positions concerned with defense system acquisition. Persons in equivalent positions in defense industry and from allied governments are also encouraged to attend.

Multinational Program Management Course

The Multinational Program Management Course is offered in 1-week and 2-week versions. Both cover the same material to different levels of detail. The courses cover the activities and considerations with which the program manager must deal when involved with a multinational program. Particular emphasis is placed on the U.S. policy of enhancing rationalization, standardization, and interoperability (RSI) among the NATO countries, and the impact this policy has on the U.S. program manager. Examples of national and DOD policies explored are: cooperative research and development; joint-venture concepts with early offset arrangements; coproduction; licensing arrangements; and direct procurement of foreign systems.

Attendees will be able to gain a knowledge and appreciation of the problems associated with the following: developing a joint doctrine and common operational requirements; controlling the export and import of technology; establishing financial arrangements; establishing contractual arrangements; implementing political decisions that are based on economic priorities at the national level; and preparing and negotiating memoranda of understanding.

Who May Attend

The Multinational Program Management Course is open to military officers in the grade of O-3 and above, and DOD civilians in the grade of GS-11 and above who occupy, or have been selected to occupy: the position of program manager; key positions immediately subordinate to a program manager; supervisory-level positions where incumbents are responsible for key decisions affecting a program, or for decisions in a functional office supporting a program office; or higher-echelon staff positions concerned with defense system acquisition on programs involving allied nations. Persons in equivalent positions in defense industry and from allied governments are also encouraged to attend.

Management of Software Acquisition Course

The 1-week Management of Software Acquisition Course provides participants with an understanding of the policy, practices, and procedures of software management in major defense system acquisitions. It provides participants with insights into the "what" and "how" of major system software acquisition management.

Who May Attend

The Management of Software Acquisition Course is open to military officers in the grade of O-3 and above, and DOD civilians in the grade of GS-11 and above who occupy, or have been selected to occupy: the position of program manager; key positions immediately subordinate to a program manager; supervisory-level positions where incumbents are responsible for key decisions affecting a program, or for decisions in a functional office supporting a program office; or higher-echelon staff positions concerned with defense system acquisition programs. Persons in equivalent positions in defense industry and from allied governments are also encouraged to attend.

Manpower Systems Management Course and Executive Symposium

These are two separate courses targeted to different audiences.

The 4-week Manpower Systems Management Course offers a detailed look at manpower requirements determination and the planning and programming of manpower authorizations through the Planning, Programming, and Budgeting System (PPBS). Functionally designed staffing standards are covered; work measurement techniques and statistical correlation and regression analysis procedures are highlighted. Also presented are the review of measurement plans, staffing-standard reports to manpower managers, contracting, manpower requirements for new hardware systems, and civilian manpower policies.

The 8-day Executive Symposium in Manpower Systems Management presents an overview of manpower requirements determination programs and the programming of manpower through the PPBS. During the last few days of the symposium flag/general officer-level DOD manpower managers are invited to discuss new policies and initiatives in manpower planning and programming.

Who May Attend

The Manpower Systems Management Course is open to military officers in grades O-1 through O-5, and DOD civilians in the grade of GS-9 and above who occupy, or have been selected to occupy, intermediate manpower management positions.

The Executive Symposium in Manpower Systems Management is open to military officers in grades O-5 and O-6, and DOD civilians in grades GS-14 and GS-15. The qualifying grades noted above are recommended; requests for exceptions will be reviewed and ruled upon by the DSMC Admissions Committee.

Major Systems Acquisition Policy in the Department of Defense Course

The 2-day Major Systems Acquisition Policy in the Department of Defense Course focuses primarily on the implementation of OMB Circular A-109, "Major System Acquisitions." Participants conduct a thorough examination of the policy and general management concepts put forth in the circular, and also review DOD policies, directives, regulations, and guidelines relating to defense systems acquisition.

The instructional method used is lecture/discussion. The course is presented in three segments. The introductory segment is presented by Office of Federal Procurement Policy and DSMC personnel, who explain the philosophy and intent of the policy contained in OMB Circular A-109 and present a general description of the process it addresses. The second segment is presented by DOD representatives, who define the acquisition activities specified in the circular and required by the implementing directives (DODD 5000.1 and 5000.2, for example). The third segment is presented by representatives from the military departments, who provide a summary of relevant policies and processes.

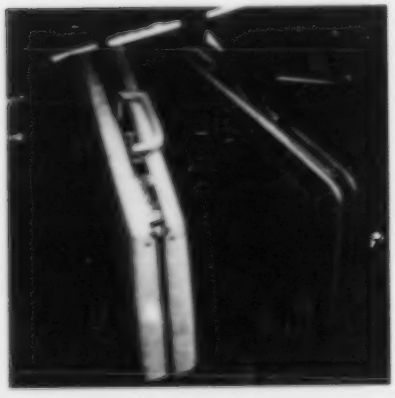
Who May Attend

The Major Systems Acquisition Policy in the Department of Defense Course is open to military officers in the grade of O-3 and above, and DOD civilians in the grade of GS-11 and above who occupy, or have been selected to occupy: the position of program manager; key positions immediately subordinate to a program manager; supervisory-level positions where incumbents are responsible for key decisions affecting a program, or for decisions in a functional office supporting a program office; or higher-echelon staff positions associated with defense systems acquisition. Persons in equivalent positions in defense industry and from allied governments are also encouraged to attend.

Overview of Systems Acquisition Management Course

(Regional Only)

The Overview of Systems Acquisition Management Course is offered as a regional course only, and is designed to provide an introduction to systems acquisition management, its processes and interfaces, and how these processes affect the program manager. It is directed at the preparation/upgrading of military officers and civilian personnel for assignments in all aspects of DOD systems acquisition management.

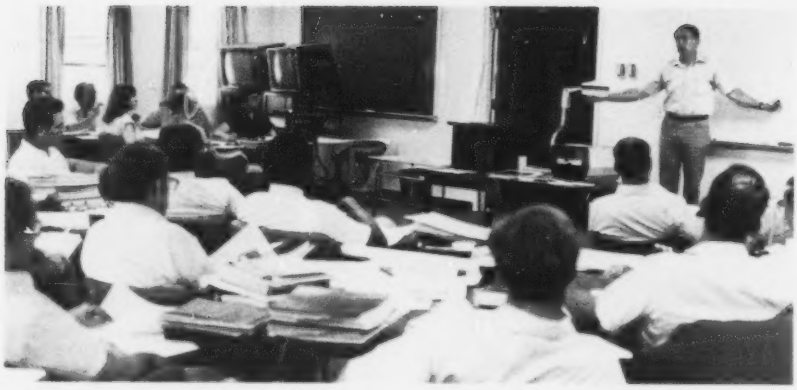


The objective of the course is for each student to understand:
—The concept of, and supporting rationale for, an orderly integrated approach to the program/project management of any complex task, such as the acquisition of defense systems;
—Department of Defense policy, and organizational, funding, and management interfaces and relationships relevant to the acquisition of defense systems;
—The industry role in the system acquisition process;
—Selected technical management areas in systems acquisition and how they can interact effectively with, and in support of, program managers; and
—The management skills that provide a team approach to the accomplishment of acquisition objectives.

Who May Attend

The Overview of Systems Acquisition Management Course is open to military officers in grade O-2 and above, and to DOD civilians in grade GS-11 and above who occupy, or have been selected to occupy, key positions that interface with program offices. Persons in equivalent positions in other federal agencies and defense industry are also encouraged to attend.

Program Management for Functional Managers Course



The 4-week Program Management for Functional Managers Course provides an introduction to the concepts, scope, and application of program management practices within DOD. Attending the course will (1) enhance the ability of staff and functional managers to effectively interface with the program management office through development of an understanding of the acquisition policies, tasks, problems, and issues confronting the PM; (2) develop an understanding of the roles, activities, and integration of functions and relationships of government and industry organizations that participate in and affect the acquisition process; and (3) develop an understanding of the importance of interpersonal relations and communication skills in the development of an effective acquisition team. This course allows middle managers to develop sound management abilities and to experience the practices and problems of program management operations. The course emphasizes the fundamentals of program management, defense acquisition policy, and selected functional disciplines, including systems engineering, logistics management, contract management, financial management, contractor performance management, and human behavior.

Who May Attend

The Program Management for Functional Managers Course has been primarily designed for DOD personnel with less than 3 years of acquisition management or related functional/staff experience. Military personnel in the ranks of O-1 through O-4 and Department of Defense civilians in the grades GS-9 through GS-13 are the intended audience. Individuals holding equivalent grades in other federal agencies or defense industry are also encouraged to attend.

Systems Acquisition Funds Management Course

The 1-week Systems Acquisition Funds Management Course provides the student with an understanding of how to formulate, defend, and execute a DOD weapon system acquisition budget. The student is introduced to the knowledge and skills in funds management necessary for assumption of program office budget formulation and execution responsibility, with emphasis on the techniques the program manager may use to identify, analyze, evaluate, and resolve budget-related tasks, problems, and issues.

This course follows the total budget process from the viewpoint of the program manager. The fiscal cycle is traced through all levels of the Department of Defense, the Office of Management and Budget, and the Congress. The course examines the DOD planning/programming/budgeting system, the congressional authorization/appropriation process and, finally, the budget execution process.

Specific topics addressed in this course include the development of program office POM and budget submissions, the review and analysis of program budgets at higher levels within the federal government, the release/control of funds supporting the systems acquisition process, and program office accountability in budget execution.

A portion of the course is taught in service-peculiar groups, but the dominant approach is tri-service. Methods of instruction include lecture/discussions, case studies, guest lecturers, and student-led discussions. Guest speakers, drawing upon their own expertise and experience, augment the resident instruction.

Who May Attend

The Systems Acquisition Funds Management Course is open to military officers in the grade of O-3 and above, and DOD civilians in the grade of GS-11 and above, who occupy, or have been selected to occupy, positions such as the following: program manager; positions immediately subordinate to a program manager; supervisory-level positions responsible for key decisions affecting a DOD weapon system acquisition program or for decisions in a functional office supporting a program office; or higher-echelon staff positions associated with defense systems acquisition. Participation by appropriate defense industry personnel is actively sought. Persons holding positions equivalent to the above in other federal agencies and in allied governments are also encouraged to attend.

Test and Evaluation Management Course

The 2-week Test and Evaluation Management Course addresses current policies, procedures, and management issues in the test and evaluation of defense systems. It presents an overview of the defense systems acquisition process as currently prescribed in DOD directives and instructions. This overview is supplemented by discussions of such topics as the fundamentals of program management, system engineering, integrated logistics support, decision analysis, and business management. Discussion specifically related to test and evaluation includes policies, organizations, resources, evaluation concepts, and other management considerations.

Through lectures and discussions relating to the policies, responsibilities, and requirements associated with each phase of test and evaluation, the student will develop an awareness of the general problems encountered in test and evaluation, as well as potential solutions to these problems. The student will alsc gain an understanding of the systems ac-quisition cycle, the budgeting process, and the business and technical management aspects of program management.

Who May Attend

The Test and Evaluation Management Course is open to military officers in the grade of O-3 and above and to DOD civilians in the grade of GS-11 and above who occupy, or have been selected to occupy: the position of program manager; key positions immediately subordinate to a program manager, with priority given to test and evaluation managers; or supervisory-level positions where incumbents are responsible for test and evaluation management or related functions. Persons in equivalent positions in defense industry and from allied governments are also encouraged to attend.

Sources of DSMC Students

The Defense Systems Management College, as a tri-service, Department of Defense institution, tailors its academic program to the needs of current or future military acquisition managers. At the same time, the College's emphasis on the concept of program management provides a unique educational opportunity for managers from other federal agencies, defense industry and, in some cases, from allied nations. For most courses, attendance by non-DOD personnel is encouraged. The following paragraphs give some indication of the diversity of the DSMC student body. (All figures as of 15 June 1981.)

The following companies have sent employees to DSMC (with the total number in parentheses): The Boeing Co. (47), Emerson Electric (16), FMC Corp. (14), General Dynamics Corp. (42), Goodyear Aerospace Corp. (55), Gould, Inc. (12), Grumman Aerospace Corp. (46), Honeywell, Inc. (19), Hughes Aircraft Co. (24), IBM Corp. (76), Lockheed Corp. (46), Martin Marietta Corp. (45), McDonnell Douglas Corp. (13), Northrop Corp. (11), Rockwell International Corp. (43), Sperry Corp. (17), Texas Instruments (16), Textron Corp. (11), United Technologies (19), Vought Corp. (15), Westinghouse Corp. (22).

An additional 93 companies have provided from 1 to 10 students to DSMC.

In addition to the military departments, the following government agencies have sent employees to DSMC: Central Intelligence Agency, Defense Communications Agency, Defense Intelligence Agency, Defense Logistics Agency, Defense Nuclear Agency, Department of Energy, Department of Transportation, General Accounting Office, General Services Administration, National Security Agency.

The following foreign nations have sent students to DSMC executive and short courses: Australia, Canada, France, Germany, Netherlands, Norway, Spain, and the United Kingdom.

Faculty and Staff

Office of the Commandant

William E. Thurman, Brigadier General, USAF, Commandant; B.S., U.S. Naval Academy; M.S., Air Force Institute of Technology; M.S., George Washington University.

Dirk H. Lueders, Colonel, USA, Deputy Commandant; B.S., U.S. Military Academy; M.S., University of Virginia; Ph.D., Tulane University.

William A. Byrne, Captain, USAF, Executive Officer; B.S., B.A., M.S., Rutgers University.

Executive Institute

John B. Walsh, Dean, Holder of DOD Chair; B.E.E., Manhattan College; M.S., Columbia University.

Jules J. Bellaschi, Holder of Department of Navy Chair in Systems Acquisition Management; B.S., Stanford University; M.S., Massachusetts Institute of Technology; Ph.D., American University; LL.B., Blackstone School of Law.

David Westermann, Holder of James Forrestal Memorial Industry Chair; A.B., Columbia College; LL.B., Columbia Law School.

School of Systems Acquisition Education

Michael A. Pearce, Captain, USN, Dean; B.A., University of Washington; M.B.A., George Washington University.

George R. McAleer, Jr., Associate Dean for Planning and Development; B.S., U.S. Naval Academy; M.S., Rensselaer Polytechnic Institute.

John R. Snoderly, Associate Dean for Executive and Regional Programs; B.S., West Virginia University; M.S., University of Southern California.

Policy and Organization Management Department

Forrest L. Godden, Head; A.A., Mason City Junior College; B.S., Iowa State University; M.S., Florida Institute of Technology.

Theodore L. Bloomer; B.B.A., University of Hawaii; M.P.A., University of Oklahoma.

K. Brandon Clark, Yeoman Second Class, USN.

Frederick T. Dehner, Major, USAF; B.S., Manhattan College; M.S., Air Force Institute of Technology.

C. Paul Duffield, Lieutenant Commander, USN; B.S., Waynesburg College.

John D. Elliott; B.A., University of Maryland; M.A., Boston University.

George J. Ellis, Lieutenant Colonel, USAF; B.A., Yale University; M.S., George Washington University.

Ellsworth C. Grev, Lieutenant Colonel, USA; B.A., M.A., University of Minnesota.

Carolyn A. L. Jamison, Ensign, USN; B.B.A., Northeastern Louisiana State University.

Karen Lam-Colyar; B.A., M.A.T., University of Florida.

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